



International Waters: Learning Exchange and
Resource Network (IW:LEARN)

GEF IW:LEARN 10-31¹ Commission Sustainability Plan (Draft 03 July)

¹ October 31, 2008 represents the end of the final full month of 8 years of collaboration among IW:LEARN PCU leads, Dann Sklarew, Janot Mendler de Suarez and Mish Hamid. Their combined IW:LEARN experience of over 25 years informs the sustainability recommendations presented herein and further informed by World Bank and UNEP..

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The GEF International Waters Learning Exchange and Resource Network (IW:LEARN) began in 1997 as an experimental portfolio-wide internet-mediated knowledge management and capacity building initiative, building on ad hoc regional networking among UNDP projects in the LAC (Latin America and Caribbean) region.

During its 2000-2003 pilot phase, IW:LEARN developed the GEF International Waters Resource Centre at www.iwlearn.org, and with the World Bank piloted the DLIST Distance Learning Information Sharing Tool (www.dlist.org) in the Benguela Current region, a virtual ICZM course and MPA managers network in the PERSGA (Red Sea) region, while providing website development and KM training and on-demand technical assistance for GEF IW projects, and holding the second GEF IW Conference.

The current operational phase IW:LEARN project was formulated in partnership with the original three GEF Agencies, to establish regional and thematic learning exchanges among subsets of the GEF IW portfolio, organize the 3rd and 4th biennial GEF IW conferences, and expand the GEF IW resource center with a suite of new portfolio learning tools.

Implementing Agencies and other partner organizations selected for expertise in the relevant region or ecosystem group were engaged to co-finance, deliver and scale up a variety of successful pilot phase structured learning activities, and to test some innovative approaches for regional learning with projects currently in the GEF IW portfolio. Plans under development with these partners (“PALS”) and GEF Agencies to carry IW:LEARNing forward are described by service line (as opposed to component activities) in this sustainability plan.

The purpose of this document is to outline the steps organizations affiliated with the GEF IW:LEARN project can undertake to sustain its overall service lines. Following current project closure, it is likely that only a subset of current IW:LEARN services may continue indefinitely, due to lack of demand, lack of resources and/or lack of commitment among partners. Thus this plan also aims to assist the GEF IW Task Force and IW:LEARN partners in determining whether the expected level of effort to sustain each service line is commensurate with expected benefits.

The decision to align this sustainability plan along IW:LEARN operational phase service areas emphasizes how IW:LEARN evolved from project-based activities in 2000 to the current approach of programmatic services for GEF IW projects and partners. This builds upon the framework of the current project document while importantly capturing the overall demands of the portfolio. Along those lines, each service line is justified by portfolio demands, a description and the overall vision for sustainability. Directly following each service line, existing GEF and non-GEF cash pledges as well as in-kind pledged contributions from GEF agencies as well as a suite of non-governmental agencies

are presented. Following that, recommendations are offered to specific implementing agents. Finally, the plan concludes with a list of “Blue Standards”, each one a suggestion for all GEF IW projects (along with their partner agencies) to follow in order to perpetuate global IW learning following the conclusion of the current IW:LEARN project. A single Annex re-captures all of the recommendations by implementing agent and schedules sustainability milestones at three critical junctures: (1) 2008 closure of the current UNDP-implemented IW:LEARN component, (2) 2009 closure of the overlapping UNEP IW:LEARN component, and (3) GEF-5 replenishment in 2010.

Below, twelve service lines are divided into the following five categories and ten sub-categories:

- ◆ 1.0 Knowledge Management
 - 1.1 IW:LEARN.NET (and associated sub-platforms)
 - 1.2 ICT Technical Support for Content Management Systems
- ◆ 2.0 Targeted Trainings and Workshops, Peer to Peer Learning Exchanges and Study Tours, Regional and Global Dialogue Processes and Communities of Practice
 - 2.1 Targeted Training (Technical Workshops, Expertise)
 - 2.2 Peer-to-Peer Learning Exchanges/Study Tours (Twinning Between Projects)
 - 2.3 Regional Dialogue Processes (Experience Sharing and Consensus-Building Between Processes Between Projects)
 - 2.4 Support to Global Dialogues
 - 2.5 Support for Communities of Practice
- ◆ 3.0 Portfolio-Wide Learning: Biennial International Waters Conferences
- ◆ 4.0 Information Assembly and Dissemination
 - 4.1 Information Capture, Synthesis, Sharing, Dissemination and Outreach Services (Experience Notes and Newsletter)
 - 4.2 Demand-Driven Knowledge Packages
 - 4.3 Ad Hoc Needs-Contributions (Expertise?) Referral Service
- ◆ 5.0 Implementing Agency Support to Transboundary Waters Learning and Knowledge Management

In general, overarching points that emerge from this plan:

- ◆ Sustaining IW:LEARN services requires significant cash and in-kind pledges, as well as top-down policy directives enshrined in new GEF IW project documents
- ◆ The GEF Secretariat should consider the placement of a JPO or JPA in the role of coordinating certain services in this plan across the entire portfolio. The JPO program in general should be considered as a means to sustain IW:LEARN services among the individual GEF Agencies.
- ◆ The GEF Secretariat and/or IWTF should consider establishing a set of portfolio-wide “Blue Standards” for GEF to mainstream IW:LEARN across all GEF Agencies and all new strategic partnerships and projects. (see conclusion)

Key questions the authors place before IW:LEARN stakeholders and decision-making partners:

- ◆ Are each of the service lines outlined below worth sustaining?

- ◆ If so, who will champion and who will help to realize continuation of valued services?
- ◆ Are the pledges, recommendations and schedule herein necessary and sufficient to sustain each valued service?
- ◆ If not, what needs to be added or changed to realize the sustainability of those services?
- ◆ Are there other services that should be considered as part of a sustainability plan or continuation of IW:LEARN ?
- ◆ "How can IW:LEARN services been scaled-up across the GEF portfolio, IW and beyond?"

It should be emphasized that successful sustaining of IW:LEARN services requires not simply a succession of learning projects for the IW portfolio. Instead, learning efforts within and across focal areas should be institutionalized into programs and processes across all GEF projects, in this and all other focal areas – and integrated into feedback loops with GEF M&E -- if the GEF is to truly become an adaptive, learning-oriented partnership from the strategic portfolio scale through to the operational project level.

1.0 KNOWLEDGE MANAGEMENT

1.1 IW:LEARN.NET (and associated sub-platforms)

- ◆ **THE DEMAND:** GEF IW partners pursue similar processes and products throughout the project cycle. The opportunity to emulate, replicate or adapt good practices is facilitated through easy access to projects' outputs and institutional memory (e.g., PIFs, TDA/SAP documents, Stakeholder Involvement Plans, workshop materials, data and project-driven tools like GIS and databases), news and contact information, as well as interactive tools to support portfolio-wide project management (e.g., job posting dissemination lists, community of practice platforms, etc.)
- ◆ **THE SERVICE:** iwlearn.net is an Internet-based hub and content management system for the GEF IW portfolio. It contains project-related information, contacts, documents (e.g. experience notes, case studies, TDA, SAP, etc), events and news/RSS feeds, along with community of practice platform support and associated services (vacancies announcements, a course catalog, blogs/email lists, project website archiving service, etc.). Iwlearn.net has established linkages with relevant networks and inter-focal learning resources; e.g. Cap-Net, GWP, ALM. Electronic outputs from all GEF IW Conferences, GEF IW guidance materials and products of GEF IW:LEARN and other IW-related learning are also included. Finally, the hub and its operations are a repository of GEF IW knowledge and project outputs that would have otherwise been lost.
- ◆ **SUSTAINING BENEFITS:** Ensuring sustainability for the iwlearn.net site is an important concern for the UNEP-managed components of IW:LEARN, which are currently funded through October 2009. During this period, GEF IW learning and other IW-related projects will continue as the principal source of content (data and information) for iwlearn.net: new project web sites, on-line transboundary water management tools, IW Experience Notes, links to project newsletters, data sets, job opportunities, etc. In order to secure sustainability after October 2009, the GEF IW team looks at UNEP to institutionalize a system (including staff) for maintaining and regularly updating iwlearn.net, in addition to archiving and standardizing data and information generated by the GEF projects. Finally, the on-going aim of the IW:LEARN content management system is to promote and support an adaptive learning culture among the GEF International Waters portfolio of projects.

Pledged contributions to date	
GEF Cash	In-Kind
<ul style="list-style-type: none"> ◆ <u>UNEP (\$543,000)</u> <ul style="list-style-type: none"> ○ For development through October 2009. 	<ul style="list-style-type: none"> ◆ <u>UNDP:</u> <ul style="list-style-type: none"> ○ RTAs oversee and backstop project contributions and updates ○ Updates integrated into UNDP projects'
Cash	

	<p>periodic reporting</p> <ul style="list-style-type: none"> ◆ <u>UNEP</u> <ul style="list-style-type: none"> ○ In-kind support for ongoing administration and maintenance of the IW:LEARN website ○ Consider to integrate IW:LEARN learning content into ecosystem knowledge management system ○ Oversee and backstop project contributions and updates ○ Staff time to interlink existing platforms and provide access to project data sets (maps, graphics, datasets), and improve visualization of the portfolio (Hotspots). ○ Cutting edge technology put towards visualization of the GEF International Waters portfolio and IW hot spots and bright spots
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1.2 TECHNICAL SUPPORT FOR CONTENT MANAGEMENT SYSTEMS

- ◆ **THE DEMAND:** Projects need means for developing and deploying professional Web-based content management systems (CMS), including collaboration tools and web sites which are consistent with GEF expectations; easy to manage and update; able to syndicate content to national and regional or global partners; and at a reasonable cost in order to facilitate user-friendly information sharing and knowledge transfer within project regions and across the GEF IW portfolio.
- ◆ **THE SERVICE:** IW:LEARN provides training and technical support to GEF IW projects in creating or upgrading project content management systems (CMS) to be consistent with GEF IW guidelines, and services include website development, hosting, establishment/facilitation, use of the IW:LEARN toolkit, etc. Projects may also seek assistance in deploying specialized tools, such as GIS and visual data/communications graphics.
- ◆ **SUSTAINING BENEFITS:** From 2004 to 2009, these content management system services are provided by UNEP IW:LEARN. Members of IW:LEARN's SC have suggested that each project have a dedicated budget line to cover CMS costs. Using guidelines provided by UNEP IW:LEARN, projects could choose to contract for UNEP services or other service providers for CMS development and deployment. Whether UNEP IW:LEARN 'help desk' support and regional IT workshops for projects are to be sustained has yet to be determined.

Pledged contributions to date	
GEF Cash	In-Kind

	<ul style="list-style-type: none"> ◆ <u>UNDP:</u> <ul style="list-style-type: none"> ○ Regional Technical Advisors provide bridge to keep UNDP-GEF IW portfolio informed of UNEP IW:LEARN ICT support services (and UNEP IW:LEARN appraised of UNDP projects' needs?) ◆ <u>UNEP:</u> <ul style="list-style-type: none"> ○ DGEF provides bridge to keep UNEP-GEF IW portfolio informed of UNEP IW:LEARN ICT support services (and UNEP IW:LEARN appraised of UNEP projects' needs?) ○ Encouraging systematic use of the IW:LEARN toolkit as basis for project websites consistent with the overall UNEP capacity building strategy
Cash	

2.0 TARGETED TRAININGS AND WORKSHOPS, PEER TO PEER LEARNING EXCHANGES AND STUDY TOURS, REGIONAL AND GLOBAL DIALOGUE PROCESSES AND COMMUNITIES OF PRACTICE

- ◆ This section and its subsections cover the suite of products and services that once constituted IW:LEARN's Component B or structured learning. The component covered learning across subsets of the GEF IW portfolio (regional, ecosystem-type and topical) during the operational phase with focused workshops and the development of capacity building materials (see 4.2). These have addressed key capacity needs outlined in surveys prior to the project. This component also included the successful learning exchange activity (see 2.2). The component also included IW:LEARN support for regional dialogue processes (see 2.3). This section also includes the former Activity D2, D3 and E2.1 Conference Participation.

2.1 TARGETED TRAINING (TECHNICAL WORKSHOPS, EXTERNAL EXPERTISE)

- ◆ **THE DEMAND:** GEF IW projects often share capacity building needs around a variety of complex issues related to adaptive IW management. GEF leverages its investment when similar projects can learn from one another, and from outside experts, so as to improve the efficiency, effectiveness and impact of implementation. Cohorts of IW projects often seek out in depth interactions with their peers in order to replicate; best practices and learn from each others' prior experiences.
- ◆ **THE SERVICE:** Development and delivery of training workshops to address common capacity building needs of GEF IW projects. IW:LEARN held more than a dozen targeted training workshops focused on subsets of the portfolio (large marine ecosystems, river basins, etc.) and on a variety of topics (public participation, economic valuation, IWRM, payment for ecosystem services, information management and environmental flows).

- ◆ **SUSTAINING BENEFITS:** In general, the project envisions sustainability via IW:LEARN's constituent agencies and partnership activity leads, the NGO's and IGO's already responsible for such activities.

Pledged contributions to date	
GEF Cash	In-Kind
<ul style="list-style-type: none"> ◆ <u>UNDP(\$1,000,000 x .03 = \$30,000 in GEF-4 (or GEF-5))</u> ◆ <u>UNEP(\$1,000,000):</u> <ul style="list-style-type: none"> ○ Matching co-financing for nutrient learning MSP through UNEP/GPA 	<ul style="list-style-type: none"> ◆ <u>ELI</u> <ul style="list-style-type: none"> ○ Offers to continue participation workshops and technical assistance on a cost-recovery basis, including some work underwritten by Coca-Cola Company ◆ <u>Global Forum on Oceans</u> <ul style="list-style-type: none"> ○ Will continue to support LME portfolio learning & experience-sharing on key policy and management issues. ◆ <u>InWEnt</u> <ul style="list-style-type: none"> ○ Will continue IWRM, infrastructure & investment planning w/African basin dialogue series.) ◆ <u>IUCN-WANI</u> <ul style="list-style-type: none"> ○ Payment for Ecosystem Services training will be replicated for the CTI region in conjunction with 2009 Global Oceans meeting in Manado. ○ Will continue to support the Environmental Flows network (all freshwater GEF IW projects have been invited to join), and replication for Caribbean region, and ◆ <u>LakeNet</u> <ul style="list-style-type: none"> ○ Agreed to post outputs of Africa Governance Process twinning & science/policy dialogues ◆ <u>ReefBase</u> <ul style="list-style-type: none"> ○ Potential partner in CTI Coral Reef Regional Learning Project. ◆ <u>UNDP</u> <ul style="list-style-type: none"> ○ Preparation of UNDP-GEF TDA/SAP learning MSP concept ○ <u>UNDP-GEF CTI regional learning project</u> will support coral learning ○ <u>UNDP-GEF Governance Tools MSP</u> supports analysis of effective TWRM experience and targeted training for applied replication
Cash	
<ul style="list-style-type: none"> ◆ <u>WBI(\$??)</u> <ul style="list-style-type: none"> ○ Will develop a fee-based (transboundary) water governance course based on IWRM. Could specifically allocate some budget to ensure that IW is part of the development of that 5-day course, its delivery and testing. Will also pledge to market the course to GEF IW projects when it is complete. 	

	<ul style="list-style-type: none"> ◆ <u>UNEP</u> <ul style="list-style-type: none"> ○ Preparation of a UNEP-GEF nutrient learning MSP concept ○ <u>UNEP-GEF IW Science MSP (w/UNU-INWEH)</u> will support science learning ◆ <u>UNESCO-IHP</u> <ul style="list-style-type: none"> ○ Will provide coordination for regional & thematic groundwater & climate learning, including cooperation with ISARM regional networks, IAEA (groundwater networking & technical study tours) and other partners
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2.2 PEER-TO-PEER LEARNING EXCHANGES/STUDY TOURS (TWINNING BETWEEN PROJECTS)

- ◆ **THE DEMAND:** Projects overtime have expressed the need for financing to support workshops not previously envisioned and/or study tours to relevant institutions to enhance their management capacity and create twinning relationships with comparable basins. In general, projects express the need for flexible financing to support capacity-building not assigned budget lines in their own project documents.
- ◆ **THE SERVICE:** Facilitated study tours and multi-day/week interactions among GEF IW projects in order to address specific, pragmatic IW management challenges. IW:LEARN ran at least seven learning exchanges and/or study tours in the course of the operational phase project (as well as others during the PDF-B) phase. These exchanges took a variety of formats, from multi-project workshops to single-project study tours. By all accounts, the program was a major success for IW:LEARN, delivering benefits to involved stakeholders but also occasionally producing outputs for the rest of the portfolio.
- ◆ **SUSTAINING BENEFITS:** In general the budgets of GEF projects are starting to include funds for “learning costs”. There remains a need for some level of coordination, to provide effective matching of needs with relevant institutions and capacities.

Pledged contributions to date	
GEF Cash	In-Kind
	<ul style="list-style-type: none"> ◆ <u>UNDP</u> <ul style="list-style-type: none"> ○ Will establish logical framework indicators to track financial & learning results of learning exchange activities & review percent allocation as part of MTE/FE
Cash	

2.3 REGIONAL DIALOGUE PROCESSES (EXPERIENCE SHARING AND CONSENSUS BUILDING BETWEEN PROJECTS)

- ◆ **THE DEMAND:** Integration of GEF IW projects into emerging and ongoing regional IW-related processes. In the context of transboundary waters management, the value-added of international institutions fostering transboundary cooperation.
- ◆ **THE SERVICE:** Convene, financially and technically support GEF IW projects participation (and integration) in regional dialogue processes to foster transboundary cooperation across projects and national partners within a given region or sub-region. This builds upon IW:LEARN's direct involvement with at least five regional dialogue processes (in the Caribbean, Africa, Europe, as well as the two major Petersberg Process dialogues in southeastern Europe and Africa) and provided support to other global dialogues (like the Global Oceans Forum and the CSD). Primarily, IW:LEARN served as the GEF's representative as core partner on the Athens-Petersberg Phase II Process for southeastern Europe. IW:LEARN provided both coordination as well as direct meeting support to the process, which convened stakeholders to foster transboundary cooperation. With InWEnt IW:LEARN convened the 1st and 2nd GEF IW Pan-Africa IWRM dialogues, bringing together freshwater & marine projects and building a foundation for continuing River Basin Dialogues and replication of inter-parliamentary dialogues in Africa. IW:LEARN has also been supporting steps toward a multi-focal area dialogue in the Caribbean, which is to be replicated in the CTI project. IWLEARN recommends continued GEF support for regional dialogue processes.
- ◆ **SUSTAINING BENEFITS:** Have GEF and other partners (e.g., InWEnt, Athens-Petersberg partners) launch or continue a series projects or initiatives to continue these integrative processes.

Pledged contributions to date	
GEF Cash	In-Kind
	<ul style="list-style-type: none"> ◆ <u>AOSIS</u> <ul style="list-style-type: none"> ○ will incorporate outputs and outcomes of Caribbean Inter-focal learning into SIDS forward planning and peer learning ◆ <u>Athens Declaration & Petersberg Process II Core Partners (German & Greek governments, GWP-MED, WB, UNECE, UNESCO) and country partners</u> <ul style="list-style-type: none"> ○ will continue regional dialogue, experience-sharing & targeted training activities in SEE.
Cash	
<ul style="list-style-type: none"> ◆ <u>German Ministry of Environment, Nature Protection and Nuclear Safety (BMU)(\$40,000):</u> <ul style="list-style-type: none"> ○ for continued targeted workshops ◆ <u>German Ministry of Development Cooperation (BMZ)(\$??)</u> <ul style="list-style-type: none"> ○ through InWEnt, UNESCO-IHP, and UNU-INWEH are co-financing partners in Africa Governance 	<ul style="list-style-type: none"> ◆ <u>UNDP-GEF Africa Governance Process MSP with regional partners (SIWI, SADC Parliamentary Forum, GWP, etc) via InWEnt</u> <ul style="list-style-type: none"> ○ to do African River Basin dialogues ◆ <u>UNDP-GEF Coral Triangle Initiative/PAS</u>

<p>Process regional learning project</p> <ul style="list-style-type: none"> ◆ <u>Global Forum, Asian Development Bank and the government of Australia (\$??)</u> <ul style="list-style-type: none"> ○ are co-financing partners in CTI regional learning project ◆ <u>UNESCO-Venice (\$40,000) (\$??)</u> <ul style="list-style-type: none"> ○ for continued targeted workshops ◆ <u>UNEP/GTZ (\$40,000):</u> <ul style="list-style-type: none"> ○ Water and climate change Workshop, September 2008, Kampala ◆ <u>UNEP/DEPI(\$100,000):</u> <ul style="list-style-type: none"> ○ South-South cooperation to strengthen the environmental component of IWRM planning, legislative and implementation processes 	<ul style="list-style-type: none"> ○ regional learning will build on outputs and outcomes of Caribbean Inter-focal learning. ◆ <u>UNDP/UNEP-GEF MENARID Project</u> <ul style="list-style-type: none"> ○ Mutual learning exchange on the vulnerability and management of groundwater resources – to be linked to and/or IWC-6 ◆ <u>UNEP</u> <ul style="list-style-type: none"> ○ will incorporate IW:LEARN experiences in ongoing water-related South-South cooperation activities with capacity building focus
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2.4 SUPPORT TO GLOBAL DIALOGUES

- ◆ **THE DEMAND:** Ongoing international dialogues like UN Commission on Sustainable Development, the International Conference on Integrated Water Resource Management (IWRM), the IUCN Congress, the Inter-American Dialogue, the GPA Intergovernmental Review, the World Water Forum, the Global Forum on Oceans, Coasts and Islands and the International Nitrogen Initiative provide relevant fora to build the capacity of international waters projects as well as opportunities to showcase their results and exchange information with peers. Moreover, many of these meetings are of political significance, and thus of consequence to transboundary water management. Without funding to attend global meetings, projects need supplementary support in order to attend the events, to showcase GEF achievements, represent GEF interests, and to bring what they learn back to the rest of the GEF portfolio.
- ◆ **THE SERVICE:** IW:LEARN [Activity E2.1] provides travel support for Conference Participation to an IWTF-selected set of representative projects to attend IW-pertinent global meetings. Through that, a number of projects' personnel participated in high priority international meetings, at the discretion of the IW:LEARN Steering Committee and/or IWTF.
- ◆ **SUSTAINING BENEFITS:** IW:LEARN provides funds as a pass through from GEF as well as some coordination of agenda planning and event and travel logistics. If this service is to be sustained, appropriate vehicles for providing funds and coordinating event planning and logistics need to be identified and deployed.

Pledged contributions to date	
GEF Cash	In-Kind

Cash	

2.5 SUPPORT FOR COMMUNITIES OF PRACTICE PLATFORMS

- ◆ **THE DEMAND:** In the time between workshops, study tours and conferences lies a lack of face-to-face interaction among GEF IW projects. Continued interaction and information-sharing among projects in these periods not only bridges the gap between meetings but enables the transfer of knowledge on an *ad hoc* or continual basis. Online Community of Practice (CoP) platforms offer one solution to meet this demand.
- ◆ **THE SERVICE:** The IW:LEARN Operational Phase project document called for the establishment of so-called structured learning communities across sub-sets of the GEF IW portfolio (and beyond).. Initially, five were launched for the Large Marine Ecosystem, Coral Reef, Aquifer, Lake and River Basin CoP's amongst the GEF IW community (and beyond). These communities initially consisted of basic email-based discussion forums, designed to be facilitated by subject-matter experts among IW:LEARN partners ("PALs"). Subsequently, further regional and thematic CoP's emerged for southeastern Europe, Africa, constructed wetlands, nutrient reduction and the Caribbean. Online CoP's include a discussion forums as a basic building block, but have since grown to become more sophisticated social networking platforms that include a variety of other Web 2.0 modules like wiki's, blogs, contact networking and others. A CoP platform consists of a website that is more than a passive repository of a variety of knowledge resources (documents, presentations, contacts, events) rather an active tool that stakeholders really want to visit and contribute to. However designed, IW:LEARN did find that these require significant maintenance and management and are most successful in the lead-up and followup to face-to-face meetings.
- ◆ **SUSTAINING BENEFITS:** In general it is hoped that truly sophisticated CoP platforms become user-driven and thus self-sustaining. However, in the interim, the basic discussion forums could be sustained by professional electronic community facilitators (often called "hosts"), with substantive support from relevant GEF agencies, PALs and other expert organizations.

Pledged contributions to date	
GEF Cash	In-Kind
Cash	

3.0 PORTFOLIO-WIDE LEARNING: BIENNIAL INTERNATIONAL WATERS CONFERENCES

- ◆ **THE DEMAND:** The International Waters Conference is a response to the following needs among the GEF IW Portfolio to:
 - Share experiences & good practices among GEF IW projects
 - Promote learning and capacity building for GEF IW projects

- Guide ongoing IW projects to apply evolving GEF policies and procedures with respect to project implementation
- Improve project performance through conference sessions
- ◆ **THE SERVICE:** The IWC's are a major legacy of the IW:LEARN project, in which eight years feedback and experience have informed development of an actively participative format, which should be continued and improved upon, in particular to bring more depth into sharing of practical experience, peer-to-peer and participant-driven learning sessions in priority aspects of TWRM. The IWC's are also the GEF IW forum for sharing practical experience in scientific & technical innovation and successful legal and institutional approaches, stocktaking and consensus-building in regional and portfolio-wide priority areas to increase replication and transfer of effective practices across project regions.
- ◆ **SUSTAINING BENEFITS:** In general, sustainability for the next two IWC's is built into new GEF projects currently under preparation. IW:LEARN recommends that the GEF and agencies initiate transition to at least partial cost-recovery through registration fees. For example, for a \$150,000-\$250,000 conference, 200 country representatives at \$250 would recover \$125,000 plus \$75,000 from another 100 GEF or project partner participants at \$750.

Pledged contributions to date	
GEF Cash	In-Kind
<ul style="list-style-type: none"> ◆ <u>UNDP (\$764,000):</u> <ul style="list-style-type: none"> ○ Ensure the participation of all GEF IW project managers in all IWCs (Australia 2009, Egypt 2011): 25 x 2 x \$4,000 = \$200,000 ○ Full sponsorship of two country representatives per project at all future IWCs (2009, 2011) (require or request countries or PALs to leverage support for additional country participation when more than 2 project countries) 25 x 2 x \$4,000 = \$200,000 ○ Full participation of all UNDP-GEF IW Cluster staff at all IWCs (2009, 2011) 2 x 8 x \$4,000 = \$64,000 ○ Meet IWC planning and management costs through regional knowledge MSPs, see #7.0 (e.g. GFOCI/CTI, MENARID Learning) 2 x \$150,000 = \$300,000 ◆ <u>WBI (\$50,000)</u> <ul style="list-style-type: none"> ○ Budget from the WBI/GEF to subsidize staff travel and a select number of WBI staff whom are chosen to present. 	<ul style="list-style-type: none"> <u>UNDP:</u> <ul style="list-style-type: none"> ◆ Full participation of all UNDP-GEF IW Cluster staff at all IWCs (2009, 2011) ◆ UNDP contribution to IWC agenda-setting/planning; delegated to RTA for region where IWC to be held to enhance regional and local focus and involvement. <u>UNEP:</u> <ul style="list-style-type: none"> ◆ Continued substantive UNEP involvement in training and workshops at all IWCs ◆ Participation of UNEP water staff (DGEF and non-DGEF) at all IWCs (2009, 2011) ◆ UNEP's contribution to IWC agenda-setting/planning

Cash	
<ul style="list-style-type: none"> ● <u>UNEP</u> <ul style="list-style-type: none"> ○ Participation of UNEP staff at all IWC's 	

4.0 INFORMATION ASSEMBLY AND DISSEMINATION

4.1 INFORMATION CAPTURE, SYNTHESIS, SHARING, DISSEMINATION AND OUTREACH SERVICES (EXPERIENCE NOTES AND NEWSLETTER)

- **THE DEMAND:** Projects face ongoing needs and challenges in IW management. The sharing and replication of good practices by other projects and institutions constitutes the most fundamental mission of IW:LEARN.
- **THE SERVICE:** This service line includes the IW Bridges newsletter, IW experience notes briefs, gender mainstreaming and other materials to raise-awareness, scalability, replication, impact and sustainability of GEF IW interventions
- **SUSTAINING BENEFITS:** Generally the sharing of experience and news will be continued through GEF AGENCY level quality control with project staff preparation. Mandates to contribute will be required. UNEP-IW:LEARN will continue the newsletter service initially. Experience notes production can be sustained through a wide variety of modalities, but assurance of quality must be maintained at the GEF Agency level.

Pledged contributions to date	
GEF Cash	In-Kind
	<ul style="list-style-type: none"> ● <u>ELI</u> will continue marketing availability of participation handbook, training and
Cash	

<ul style="list-style-type: none"> ◆ <u>UNEP(\$150,000):</u> <ul style="list-style-type: none"> ○ for South-South cooperation to reduce gaps on environment-related water issues through information exchange 	<p>transboundary experiences via Bridges, IWCs, and direct emailing to new GEF projects</p> <ul style="list-style-type: none"> ◆ <u>NOAA:</u> LME Video translation (along with ed guidebook) and subsequent dissemination will be supported by NOAA (Dr. Ken Sherman team) in cooperation with UNDP GPA/Regional Seas and UNDP Water Governance Cluster). ◆ <u>UNDP:</u> <ul style="list-style-type: none"> ○ Regional Technical Advisors QA/QC IWENs; PTA thru IWTF final review and approval ○ Utilize in-house communications resources to continue preparation of biennial highly effective results-oriented UNDP project write-ups derived from IW Results Template ○ Add gender indicators for project mgmt, SIP & implementation. ○ Specify inclusion of Gender Audit in project mgmt & SIP. ○ Participation in and support to UN-Water TF on TBW ◆ <u>UNEP:</u> <ul style="list-style-type: none"> ○ QA/QC for IWENs thru IWTF final review and approval as well as for IW project datasets (through GEMS Water) ○ Dissemination and sharing of GEF transboundary waters information through the ecosystem management sub-programme ○ Promotion of the ecosystem approach for transboundary waters management through UNEP activities and participation in international events
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4.2 DEMAND-DRIVEN KNOWLEDGE PACKAGES

- ◆ **THE DEMAND:** Create a common set of materials and multimedia tools which can be used across GEF IW projects to meet their shared IW management and project management objectives.
- ◆ **THE SERVICE:** Identification, development and dissemination of targeted, demand-driven knowledge packages for multiple projects use in the field (with inputs solicited from those “in the know” across and beyond the GEF portfolio). Also included here are so-called

help desk services. IW:LEARN is the central factory for production of demand-driven knowledge packages (called packages because they reach beyond a simple document) for the GEF IW portfolio. Examples of this include the LME Governance Manual, the Public Participation Handbook and the LME DVD “Turning the Tide,” *Communicating for Results*. In addition, the project has often been the target of requests by multiple projects or other stakeholders to package information on an ad hoc basis (ex. Best practices in TDA Consultant TOR’s or M and E plan best practices).

Pledged contributions to date	
GEF Cash	In-Kind
<ul style="list-style-type: none"> ◆ <u>UNDP-GEF Governance Tools MSP</u> <ul style="list-style-type: none"> ○ will produce such packages in the area of legal and institutional frameworks. ◆ <u>UNDP-GEF Nutrient Reduction Good Practices MSP</u> <ul style="list-style-type: none"> ○ Would produce such packages in the area of nutrient reduction. 	
Cash	

4.3 AD HOC NEEDS-CONTRIBUTIONS (EXPERTISE?) REFERRAL SERVICE

- ◆ **THE DEMAND:** Projects often face management questions or challenges that can be answered or addressed from sources across the Portfolio.
- ◆ **THE SERVICE:** IW:LEARN has functioned as an exchange place to address outstanding issues faced by one project which may have been resolved by another (or outside the GEF IW community). In addition, IW:LEARN’s electronic forums have served as a vehicle announcements and requests for assistance.
- ◆ **SUSTAINING BENEFITS:** The iwlearn.net site should function as an open, transparent information marketplace where questions can be posed by GEF IW stakeholders to their peers. To that end a new section should be built out for this purpose to complement the existing mailing lists. Otherwise, secondarily this function can and should be met through contacts and relationships created through biennial IWCs and regional/thematic knowledge sharing events and be supported by GEF IW projects and contacts database kept up-to-date at iwlearn.net.

Pledged contributions to date	
GEF Cash	In-Kind
	<ul style="list-style-type: none"> ◆ <u>UNDP</u> <ul style="list-style-type: none"> ○ Ad hoc matching by RTAs and PTA through partnerships identified during IWC and other knowledge
Cash	

5.0 IMPLEMENTING AGENCY SUPPORT TO TRANSBOUNDARY WATERS LEARNING AND KNOWLEDGE MANAGEMENT

- ◆ **THE DEMAND:** Prevent undue reinvention or duplication of effort among GEF partners by promoting inter-agency IW learning and knowledge management across their respective projects and partners.
- ◆ **THE SERVICE:** Linking and sharing GEF Agencies' internal IW learning and knowledge management efforts shared across agencies, so that the coherent whole may be more beneficial than the sum of its parts with respect to achieving GEF IW strategic programs, MDGs, etc.
- ◆ **SUSTAINING BENEFITS:** Guided and coordinated by IWTF (or its successor), GEF GEF Agencies establish in-house mechanisms for collecting, delivering and disseminating IW learning opportunities and knowledge products among their respective IW-related projects (both GEF and non-GEF supported), with the knowledge base enhanced as deemed necessary through future OP10 projects.

Pledged contributions to date	
GEF Cash	In-Kind
<ul style="list-style-type: none"> ◆ <u>UNDP (\$100,000):</u> <ul style="list-style-type: none"> ○ About US\$500,000 of the 2008-2011 budget of the UNDP Water Governance Facility is devoted to Transboundary Waters Cooperation; an estimated 20% of this is related to learning and knowledge management and every effort will be made to link, coordinate and share with pertinent GEF IW activities as part of the IW:LEARN sustainability plan. 	<ul style="list-style-type: none"> ◆ <u>UNDP:</u> <ul style="list-style-type: none"> ○ Liaison, coordination and information sharing between UNDP Water Governance Facility and UNDP-GEF IW team (now part of wholly integrated UNDP Water Governance Cluster) ◆ <u>UNEP:</u> <ul style="list-style-type: none"> ○ Liaison, coordination and information sharing between parts of UNEP working on water related issues
Cash	
<ul style="list-style-type: none"> ◆ <u>UNEP</u> <ul style="list-style-type: none"> ○ is developing as part of its Mid-Term Strategy a \$20m ecosystem management sub-programme for 2010-2010. An important part will relate to transboundary waters including good practices and lessons learned. Amount to be worked out in the course of 2009. 	

RECOMMENDATIONS FROM THE PROJECT COORDINATION UNIT

The following list of recommendation constitute suggestions from the IW:LEARN project coordinating unit to the various implementing agents associated with the International Waters community of projects. These recommendations reflect what the PCU feels the existing pledges do not cover.

1.0 KNOWLEDGE MANAGEMENT

1.1 IW:LEARN.NET (and associated sub-platforms)

Recommendation to the IWTF

- ◆ Require all GEF IW project managers to provide updates of their project profiles on a regular basis (quarterly or semi-annual), personal contact information as needed and to syndicate and disseminate project news via the IW:LEARN site (utilizing email updates or RSS feeds).

Recommendation to the GEF

- ◆ Direct the GEF-Online database administrator to periodically furnish UNEP IW:LEARN with newly uploaded GEF IW project data as well as changes to existing project records.
- ◆ Track GEF Agencies' obtaining of detailed information on newly staffed and soon-to-close IW projects, so that their information can be added and archived, respectively, on iwlearn.net, and also so that new projects can be solicited for periodic updates.
- ◆ Require that all data and information produced or compiled with GEF IW support be freely available in the public domain.

Recommendation to the UNDP

- ◆ Promote additional linkages (via RSS feeds and other means) between the UNDP Waterwiki and iwlearn.net.
- ◆ Consider scaling the WaterWiki platform to the global level and broaden its stakeholders to include all GEF IW projects, as part of a proposed global expansion to support UN-Water (which includes all original GEF Agencies and other partners).

Recommendation to UNEP

- ◆ Provide staffing support through 2009 to sustain, enlarge, inter-link and/or replicate existing IW:LEARN-related platforms like DList-Benguela, the Africa Module (Community of Practice Platform and Africa Petersberg site), groundwater network (IGRAC Digital Aquifer module), LakeNet, E-Flows network (IUCN) to serve relevant and wider scope of IW regions and GEF IW Learn communities.

- ◆ By November 2009, have in place perpetual mechanism to administer and maintain iwlearn.net site in-house or through GEF partners.
- ◆ Upscale best practices database to include GEF IW experiences, practices and tools

1.2 ICT TECHNICAL SUPPORT FOR CONTENT MANAGEMENT SYSTEMS

Recommendation to the GEF

- ◆ Require all GEF funded projects to set aside a nominal amount (\$20,000 suggested) for sub contracts to IW:LEARN for website development, maintenance and hosting, attendance to training workshops, archiving of project related content.
- ◆ Consider extending IW:LEARN type services under the existing infrastructure across other focal areas to put in place knowledge management system for all of GEF

2.0 TARGETED TRAINING, WORKSHOPS, PEER TO PEER LEARNING EXCHANGES/STUDY TOURS AND REGIONAL DIALOGUE PROCESSES,

2.1 TARGETED TRAINING (TECHNICAL WORKSHOPS, EXTERNAL EXPERTISE)

Recommendation to the GEF

- ◆ Mainstream regional, sub-regional and thematic dialogues and workshops into all GEF IW projects by allocating minimum of 0.5% of IW project budgets to regional and thematic cross portfolio learning.

Recommendation to the IWTF

- ◆ Provide additional oversight and quality control in new targeted training activities (workshops) via new global and regional GEF IW learning projects, or the GEF Secretariat, WBI or a UN Junior Professional Officer (JPO) or Associate Professional Officer (APO) or Junior Professional Associate (JPA) whose TORs would include this role.
- ◆ (To serve marine projects) determine whether the GEF Secretariat or UNEP Regional Seas JPO/JPA/APO should serve as liaison/coordination with NOAA, IOC, Global Forum and perhaps IUCN Global Marine Program to identify and oversee delivery of new workshops addressing multiple projects' needs, and internal marketing of previously developed training programs (e.g., LME governance, economic valuation, payment for ecosystem services, participation)
- ◆ Facilitate inclusion of BD, LD, CC and POPs projects in regional IW dialogue processes

Recommendation to IUCN-WANI

- ◆ Liaise with GEF Projects in the Wider Caribbean to plan the next their next phase in the Wider Caribbean region to include replication of tailored Valuation, PES and other trainings for the region

Recommendation to UNDP (hiring/collaborating w/ UNOPS)

- ◆ UNDP should encourage UNOPS to replicate/adapt its workshop for project management, which proved to be a very useful & productive mechanism for collective and targeted learning, which featured sharing of management tools and approaches developed by individual projects for possible replication and also generated plans for further targeted inter-project and project-directed learning activities.
- ◆ Explore w/other GEF Agencies how to involve their project managers in sharing experiences

Recommendation to the WBI

- ◆ Identify resource people, financially support and/or coordinate targeted training, where feasible.
- ◆ We understand that WBI is to develop a global training course on Water Governance in a Political Economy, featuring integrated water resources management and good practices and implementation. It is suggested that WBI consider to add the subject of “IW and trans-boundary water management dimension” to this course. Upon completion, the course may be tried in different regions, especially in Africa where most IW issues are present.
- ◆ Deliver training workshops to targeted regions and countries where IW issues are challenging, with special attention to development of local capacity building institutions and academics.

2.2 PEER-TO-PEER LEARNING EXCHANGES/STUDY TOURS (TWINNING BETWEEN PROJECTS)

Recommendation to the IWTF

- ◆ Appoint a responsible “Learning” staffperson or combination of persons (as part of a larger terms of reference) at GEFSEC or an GEF AGENCY to coordinate ongoing study tour programs (matching needs with existing practical experience)
- ◆ Use the PIR and pipeline processes to recommend learning exchange matching of successful projects w/low-performing projects and pipeline projects
- ◆ Encourage inter-project exchanges for emerging projects as part of the PPG phase
- ◆ Include a budget line for at least 2 learning exchanges (either as host or guest for learning trip) in all GEF IW projects
- ◆ Vet proposals as well as identify and recommend project matches for learning exchanges.
- ◆ Delegate additional oversight to UNDP Regional Technical Advisors, World Bank Task Team Leaders and UNEP Task Managers

2.3 REGIONAL DIALOGUE PROCESSES (EXPERIENCE SHARING AND CONSENSUS BUILDING BETWEEN PROJECTS)

2.4 SUPPORT TO GLOBAL DIALOGUES

2.5 SUPPORT FOR COMMUNITY OF PRACTICE PLATFORMS

3.0 PORTFOLIO-WIDE MEETINGS: BIENNIAL INTERNATIONAL WATERS CONFERENCES

Recommendation to the IWTF

- ◆ Further develop the interactive (actively participatory) structure of the last IWC, adapted to meet substantive priorities shared across projects and partners.
- ◆ Suggest contracting a skilled, interactive process-aware agenda developer/MC as part of CTI, MENARID, and any future projects providing financing for IWCs
- ◆ GEF IW projects should include directive and budget for portfolio learning contributions to and active participation of project and participating government representatives in future IWCs.
- ◆ GEF Agencies should be encouraged to support active participation of GEF AGENCY support staff in IWCs and in assisting their projects to effectively contribute to and participate in GEF IWCs.
- ◆ Like UNDP, GEF Agencies should make parallel project-level commitments to financing participation in future IWCs; IWC management costs should be met through regional knowledge projects such as CTI/GFOCI and MENARID (see pledged contributions below).

4.0 INFORMATION ASSEMBLY AND DISSEMINATION

4.1 INFORMATION CAPTURE, SYNTHESIS, SHARING, DISSEMINATION AND OUTREACH SERVICES (EXPERIENCE NOTES AND NEWSLETTER)

Recommendations to the IWTF

- ◆ Mandate that each project contribute at least two IW Experience Notes (IWEN) over their lifecycle, with GEF Agencies ensuring necessary budgeting from projects or other sources.
- ◆ Implementing Agencies should ensure IWEN production as part of the mid-term evaluation and terminal evaluation processes, or mainstream IW Experience Notes requests through the annual PIR ‘reflection’ process every two years to optimize harvesting of experience.
- ◆ Ensure that quality-control of IWEN’s continues with initial review at the GEF Agency-level but with continued submission to IWTF (see later recommendation on staff allocation).
- ◆ Require that IWEN’s be disseminated through iwlearn.net.
- ◆ Document tools developed by projects in IWENs and promote familiarization & replication/adaptation of useful tools developed by projects, IW management (e.g., economic valuation, gender & water expo), project management (e.g., Black Sea PM tool) and Information Management (SCS GIS)

- ◆ Either embed in new projects supporting IWC & portfolio learning, or consider establishing a GEFSEC-based JPO/JPA “editor-in-chief” or combination of JPO/JPA’s to quality-assure IWENs prior to posting.
- ◆ Require project managers to provide at least one article/year to UNEP-IWLEARN.
- ◆ Facilitate IW projects including Gender audit process w/support for addressing findings. Subsequent Project Document and PIR processes to include indicators and measurements, respectively, for gender inclusion, e.g., names, # and % of women and men participating in (SC, PCU/PMU management and staff, as expert presenters, on advisory committees, meetings and outreach events)
- ◆ Budget funding for all IW projects to generate at least one poster/participating country (\$5k/country) to highlight gender issues in TWRM in project meetings; make existing and new Gender/Water traveling expo posters available on www.iwlearn.net for project use (downloadable for local printing)
- ◆ UN agencies should continue promoting knowledge generation/sharing and awareness raising on transboundary waters issues thru recently constituted UN-Water Task Force on Transboundary Waters

Recommendations to the GEF Secretariat CEO

- ◆ Apply resources to hire a full-time JPA (\$70,000/year) to oversee the above services for the IW portfolio and manage the GEF IW Experience Note vetting process.

Recommendation to the Gender and Water Alliance

- ◆ Continue providing support to ongoing LAC, Africa and Asia traveling Gender/Water exhibit.

Recommendation to UNEP

- ◆ Sustain the E-Bulletin service at least thru the end of the UNEP-IW:LEARN project. As a corollary, seek further methods to make it self-sustaining via project submissions.

4.2 DEMAND-DRIVEN KNOWLEDGE PACKAGES

Recommendation to the IWTF

- ◆ Identify similar packages on an *ad hoc* basis through help desk service (below) and/or through future GEF IW learning activities and International Waters Conferences, then utilize existing medium sized projects and consultancies through GEF Agencies to produce them.

Recommendation to UNEP

- ◆ Continue to intake, post and provide access to these packages through iwlearn.net.

4.3 AD HOC NEEDS-CONTRIBUTIONS (EXPERTISE?) REFERRAL SERVICE

Recommendations to the IWTF

- ◆ Utilize overall entity leading on the set of 4.x services as an ad hoc intake/first responder for needs/experience matching.

Recommendation to UNEP

- ◆ IW:LEARN help-desk services should be continued in a publicly visible information marketplace format, such as a user support forum (existing gef-iw-managers e-forum could be utilized or the DLIST website could be replicated).
- ◆ Sustain the existing suite of forums (aquifer, river, lake, marine, wetlands, nutrients, jobs, gef-iw-managers and so forth) as announcement and expertise referral vehicles. Appoint someone to be responsible for moderating postings to avoid both spam and out-of-office messages. Finally, on a semi-annual basis publicize the lists to E-bulletin subscribers and also to the list membership themselves, to both solicit new members and re-affirm to subscribers with whom they are sharing information.

5.0 DEVELOPMENT OF PARTNERSHIPS FOR NEW GEFABLE LEARNING PROJECT PROPOSALS²

Recommendation to the IWTF

- ◆ Encourage incubation of regional and thematic learning projects by all GEF Agencies

Recommendation to the GEF Secretariat

- ◆ Program sufficient funds into GEF-5 for 4-8 learning MSPs
- ◆ Assignment of single GEF partner entity (or individual) to oversee harmonization of inputs, activities (processes) and outputs across these MSPs.
- ◆ Ensure integration of all GEF IW projects in relevant IW portfolio learning projects

Recommendation to GEF Agencies

- ◆ Ensure next GEF IW:LEARN-titled project(s) includes a management-support TOR to assist GEF Agencies in development of IW:LEARN-compatible learning MSPs.
- ◆ Encourage creation and integration of GEF portfolio learning projects across all GEF Agencies

² As discussed at the December SC meeting, this was not considered by all as appropriate use of staff time and resources under the IW:LEARN project in support of development of partnerships.

DRAFT BLUE STANDARDS

The following standards constitute guidance to (GEF) IW projects on what they can do to sustain inter-project learning. If a project were to meet these draft standards, it would require approximately 1% of their budget.

1. **Develop a cost-effective professional project website (or page)** consistent with IW:LEARN content management guidelines, to communicate project achievements and results, easily maintained and including Web 2.0 features for knowledge management, knowledge sharing and learning among partners and across projects. Encourage utilization of the UNEP-IW:LEARN services and Website Toolkit, both available at: <http://www.iwlearn.net/websitetoolkit>). Use of the latter enables linkage of the project website to the iwlearn.net content management system, however please note that while IW:LEARN provides standards for learning and websites, it is not an exclusive provider of such services. *This service would actually cost approximately \$20,000 over the life of the project.*
2. Every GEF IW Project Document shall include a specific mechanism and budget as necessary the **production of at least 2 quality IW Experience Notes** capturing project experiences for dissemination to comparable projects seeking to replicate successes and review hard-learned lessons. *This service would actually cost approximately two days of a project manager or evaluator's time.*
3. Every GEF IW Project Document shall specify commitment and funding for projects to send 1 project representative and 1-2 national representatives to **biennial GEF IW Conferences** to facilitate project experience sharing and replication through portfolio learning. *This service would actually cost approximately \$18,000 (\$2000 for travel, \$1000 for daily subsistence) over the life of the project.*
4. Specify commitment and funding for **production of knowledge-sharing exhibits** for the Innovation Marketplace at GEF IW conferences to share with other projects. *This service would actually cost approximately \$2,000 over the life of the project.*
5. Every GEF IW Project Document shall specify commitment and funding for appropriate project partner(s) or staff representative(s) to **participate in at least one IW learning event per project year**, including regional dialogues and/or targeted training workshops. *This service would actually cost approximately \$12,000 over the life of the project.*
6. Every GEF IW Project Document shall specify commitment and funding either to host or for appropriate project partner(s) or staff representative(s) to participate in at least **one inter-project learning exchange** or peer-to-peer study visit during the project period. *This service would actually cost approximately \$3,000 over the life of the project.*

7. **Project news will be sent** on a regular basis to ebulletin@iwlearn.org for global distribution and/or be syndicated on the IW-Learn website (via .rss feeds). *This service would actually cost a minor in-kind contribution over the life of the project.*
8. Provision shall be made by all GEF IW projects to submit and verify at least annually that all **project contact information and documents** (TDA/SAP docs, regional workshop inputs/outputs, M&E Plans, Stakeholder Involvement Plans, Sustainability Plans, datasets & geographic information)) are accurate and available via iwlearn.net. *This service would actually cost a minor in-kind contribution over the life of the project.*
9. Project **vacancy announcements** (for project personnel, evaluators, etc.) will be sent in timely fashion to jobs@iwlearn.net, respectively, for global distribution and/or to be syndicated on the IW-Learn website (via .rss files). *This service would actually cost a minor in-kind contribution over the life of the project.*
10. Each project shall include sufficient resources, responsibilities and activities to **perpetuate and benefit from global project-to-project learning** (e.g., IWENs, iwlearn.net contributions including news syndication, participation in IWCs and regional events, etc.) *This service would actually cost a minor in-kind contribution over the life of the project.*
11. **Include gender mainstreaming indicators** in the project logical framework. *This service would actually cost a minor in-kind contribution over the life of the project.*

Annex I. Proposed Milestones in lead up to GEF-5 (July 2010)

This annex summarizes all of the recommendations in the sustainability plan and presents them here by the recommended agent and the relevant phases where implementation of the recommendation would be most logical. The phases are as follows:

- ◆ Phase One...the period before the closure of the UNDP-UNOPS part of IW:LEARN (31 October 2008): transition of UNOPS-provided services to post-UNOPS sustaining entities.
- ◆ Phase Two...the period after Phase One and before the closure of the UNEP part of IW:LEARN (planned for 30 September 2009 : Transition of UNEP-provided services to sustaining entities.
- ◆ Phase Three...the period after Phase Two and before a potential new IW:LEARN during the 5th GEF replenishment by July 2010: Preparation and GEF Sec resource allocation for any IW &/or GEF portfolio-wide successor to global IW:LEARN in GEF-5.

Milestones			
Agent	Phase One	Phase Two	Phase Three
IWTF	Require all GEF IW Project Managers to provide updates of their project profiles on a regular basis (quarterly or semi-annual), personal contact information as needed and to syndicate and disseminate project news via the site (utilizing email updates or RSS feeds). <u>UNEP IW:LEARN</u> and its successor will conduct intake.	Ongoing	Ongoing

		<p>Provide additional oversight and quality control in new targeted training activities (workshops) via new <u>global and regional GEF IW learning projects, or the GEF Secretariat, WBI or a UN Junior Professional Officer (JPO) or Associate Professional Officer (APO) or Junior Professional Associate (JPA)</u> whose TORs would include this role.</p>	
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		<p>(To serve marine projects) determine whether the <u>GEF Secretariat or UNEP Regional Seas JPO/JPA</u> should serve as liaison/coordination with <u>NOAA, IOC, Global Forum and perhaps IUCN Global Marine Program</u> to identify and oversee delivery of new workshops addressing multiple projects' needs, and internal marketing of previously developed training programs (e.g., LME governance, economic valuation, payment for ecosystem services, participation)</p>	
	Facilitate inclusion of <u>BD, LD & CC projects</u> in regional IW dialogue processes		
		<p>Appoint a responsible “Learning” staffperson (as part of a larger terms of reference) at <u>GEFSEC, STAP or an GEF AGENCY</u> to coordinate ongoing study tour programs (matching needs with existing practical experience)</p>	

	Use the PIR and pipeline processes to recommend learning exchange matching of successful projects w/low-performing projects and pipeline projects		
	Encourage inter-project exchanges for emerging projects as part of the PPG phase		
	Include a budget line for at least 2 learning exchanges (either as host or guest for learning trip) in all GEF IW projects		
	Vet proposals as well as identify and recommend project matches for learning exchanges.		
	Delegate additional oversight to <u>UNDP</u> Regional Technical Advisors, <u>World Bank</u> Task Team Leaders and equivalent <u>UNEP</u> managers		
	Further develop the interactive (actively participatory) structure of the last IWC, adapted to meet substantive priorities shared across projects and partners.		

		Suggest contracting a skilled, interactive process-aware agenda developer/MC as part of CTI, MENARID, and any future projects providing financing for IWCs	
	GEF IW projects should include directive and budget for portfolio learning contributions to and active participation of project and participating government representatives in future IWCs.		
		GEF Agencies should be encouraged to support active participation of GEF AGENCY support staff in IWCs and in assisting their projects to effectively contribute to and participate in GEF IWCs.	
	Like UNDP, GEF Agencies should make parallel project-level commitments to UNDP; apart from IWC management costs covered from new learning MSP/FSPs (see pledged contributions below).		
	Mandate that each project contribute at least two IW Experience Notes (IWEN) over their lifecycle, with GEF Agencies		

	Implementing Agencies should ensure IWEN production as part of the mid-term evaluation and terminal evaluation processes, or mainstream IW Experience Notes requests through the annual PIR 'reflection' process every two years to optimize harvesting of experience.		
	Ensure that quality-control of IWEN's continues with initial review at the GEF Agency-level but with continued submission to IWTF (see later recommendation on staff allocation).		

	Require that IWEN's be disseminated through iwlearn.net .		
	Document tools developed by projects in IWENs and promote familiarization & replication/adaptation of useful tools developed by projects, IW management (e.g., economic valuation, gender & water expo), project management (e.g., Black Sea PM tool) and Information Management (SCS GIS)		
	Either embed in new projects supporting IWC & portfolio learning, or consider establishing GEFSEC-based JPO/JPA "editor-in-chief" for quality assuring IWENs prior to posting		

	Require <u>project managers</u> to provide at least one article/year to UNEP-IWLEARN.		
	Facilitate <u>IW projects</u> including Gender audit process w/support for addressing findings. Subsequent Project Document and PIR processes should include indicators and measurements, respectively, for gender inclusion, e.g., names, # and % of women and men participating in (SC, PCU/PMU management and staff, as expert presenters, on advisory committees, meetings and outreach events)		
	Budget funding for all IW projects to generate at least one poster/participating country (\$5k/country) to highlight gender issues in TWRM in project meetings; make existing and new Gender/Water traveling expo posters available on www.iwlearn.net for project use (downloadable for local printing)		

		Identify similar packages on an <i>ad hoc</i> basis through help desk service (below) and/or through future GEF IW learning activities and International Waters Conferences, then utilize existing medium sized projects and consultancies through GEF Agencies to produce them.	
		Utilize overall entity leading on the set of 4.x services as an ad hoc intake/first responder for needs/experience matching.	
GEF Agencies		Ensure next GEF IW:LEARN-titled project(s) includes a management-support <u>TOR</u> to assist IAs in development of IW:LEARN-compatible learning <u>MSPs</u> .	
		Encourage incubation of regional and thematic learning projects by all <u>GEF Agencies</u>	
GEF	Direct the GEF-Online database administrator to periodically furnish <u>UNEP IW:LEARN</u> with newly uploaded GEF IW project data as well as changes to existing project records.		

		Track <u>GEF Agencies</u> obtaining of detailed information on newly staffed and soon-to-close IW projects, so that their information can be added and archived, respectively, on iwlearn.net, and also so that new projects can be solicited for periodic updates.	Ongoing
	Require that all data and information produced or compiled with GEF IW support be freely available in the public domain.		
			Require all GEF funded projects to set aside a nominal amount (\$20,000 suggested) for sub contracts to IW:LEARN for website development, maintenance and hosting, attendance to training workshops, archiving of project related content.

		Consider extending IW:LEARN type services under the existing infrastructure across other focal areas to put in place knowledge management system for all of GEF	
		Mainstream regional, sub-regional and thematic dialogues and workshops into all GEF IW projects by allocating minimum of 0.5% of IW project budgets to regional and thematic cross portfolio learning.	
	Apply resources to hire a full-time <u>IPA</u> (\$70,000/year) to oversee the above services for the IW portfolio and manage the GEF IW Experience Note vetting process.		
			Program sufficient funds into <u>GEF-5</u> for 4-8 learning MSPs

			Assignment of single <u>GEF partner entity</u> (or individual) to oversee harmonization of inputs, activities (processes) and outputs across these MSPs.
	Ensure integration of all GEF IW projects in relevant <u>IW portfolio learning projects</u>		
Gender and Water Alliance		Continue providing support to ongoing LAC, Africa and Asia traveling Gender/Water exhibit.	
IUCN-WANI	Encourage <u>IW-CAM</u> and <u>Artibonite projects</u> to liaise with <u>IUCN</u> planning for next phase of <u>WANI</u> in the Wider Caribbean region to include replication of tailored Valuation, PES and other trainings for the region		
UNDP		Promote additional linkages (via RSS feeds and other means) between the <u>UNDP</u> Waterwiki and iwlearn.net.	

	Consider scaling the WaterWiki platform to the global level and broaden its stakeholders to include all GEF IW projects, as part of a proposed global expansion to support <u>UN-Water</u> (which includes all original GEF IAs and other partners).		
	<u>UNDP</u> should encourage <u>UNOPS</u> to replicate/adapt its workshop for project management, which proved to be a very useful & productive mechanism for collective and targeted learning, which featured sharing of management tools and approaches developed by individual projects for possible replication and also generated plans for further targeted inter-project and project-directed learning activities.		
	Explore w/other <u>GEF Agencies</u> how to involve their project managers in sharing experiences		
			Ensure next GEF IW:LEARN-titled project(s) includes a management-support <u>TOR</u> to assist GEF Agency in

			development of IW:LEARN-compatible learning <u>MSPs</u> .
UNEP	Provide staffing support through 2009 to sustain, enlarge, inter-link and/or replicate existing IW:LEARN-related platforms like DList-Benguela, the Africa Module (Community of Practice Platform and Africa Petersberg site), groundwater network (IGRAC Digital Aquifer module), LakeNet, E-Flows network (IUCN) to serve relevant and wider scope of IW regions and GEF IW Learn communities.		
		By November 2009, have in place perpetual mechanism to administer and maintain iwlearn.net site in-house or through GEF partners.	
		Upscale best practices database to include GEF IW experiences, practices and tools	
	Sustain the E-Bulletin service at least thru the end of the UNEP-IW:LEARN project. As a corollary, seek further methods to make it self-sustaining via project		

		Continue to intake, post and provide access to these [knowledge] packages through iwlearn.net.	
	IW:LEARN help-desk services should be continued in an publicly visible information marketplace format, such as a user support forum (existing gef-iw-managers e-forum could be utilized or the DLIST website could be replicated)		
		Sustain the existing suite of forums (aquifer, river, lake, marine, wetlands, nutrients and so forth) as announcement and expertise referral vehicles. Appoint someone to be responsible for moderating postings to avoid both spam and out-of-office messages. Finally, on a semi-annual basis publicize the lists to E-bulletin subscribers and also to the list membership themselves, to both solicit new members and re-affirm to subscribers with whom they are sharing information.	
WBI		Identify resource people, financially support and/or coordinate targeted training, where feasible.	

		<p>We understand that WBI is to develop a global training course on Water Governance in a Political Economy, featuring integrated water resources management and good practices and implementation. It is suggested that WBI consider to add the subject of “IW and trans-boundary water management dimension” to this course. Upon completion, the course may be tried in different regions, especially in Africa where most IW issues are present.</p>	
		<p>Deliver training workshops to targeted regions and countries where IW issues are challenging, with special attention to development of local capacity building institutions and academics.</p>	